

INTRODUCTION TO CIA

COURSE NUMBER 10

31 October - 11 November 1977

Room 902  
Chamber of Commerce Building  
Extension   

25X1

INTELLIGENCE INSTITUTE  
OFFICE OF TRAINING

STAFF

25X1A



CHAIRMAN

TRAINING ASSISTANT

## INTRODUCTION TO CIA

### Course Objectives

A member of the Introduction to CIA Course is expected to:

1. Gain a basic understanding of CIA, its organization and functions, as well as its relationship to the Intelligence Community; and
2. Acquire an understanding of the fundamentals of the intelligence process.

Monday, 31 October 1977

0900-0945      Introduction to the Course

[redacted]  
Intelligence Institute  
Office of Training

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The course objectives and procedures will be discussed.

0945-1000      Class Introductions

An important element of this course is the opportunity for all participants to share past experiences. We hope that many of you will call on the friends and contacts made over the next two weeks in carrying out your future responsibilities.

1000-1015      Security Clearance Briefing

[redacted]  
Security Officer,  
Office of Training

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The representative of the Office of Security currently detailed to the Office of Training will briefly explain the special clearances that participants have received for the duration of the course.

1030-1200      The Missions and Functions of  
the Central Intelligence Agency

[redacted]  
Chief, Intelligence  
and Midcareer Branch,  
Intelligence Institute,  
Office of Training

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The course begins with a broad overview of the intelligence process. [redacted] will survey the overt and covert means of collection, and the collation and analysis of this raw data. He will then describe the various types of production, including political, biographic, economic, military, scientific, and technical. Later in the course, these elements will be discussed in greater detail.

1200-1300      Lunch and Optional Videotape

"Admiral Stansfield Turner's Swearing in  
Ceremony," 9 March 1977

1300-1400      Discussion Groups

The class will meet in small groups to share the images of the CIA that they brought into the Agency, and the questions they would like to have addressed in this course about the structure, missions, and administration of the Agency.

Monday, 31 October 1977 (continued)

1415-1500 Reporting Session Class and Staff

The class will exchange information surfaced during the preceding small group meetings. The Staff will record your questions and special concerns and alert guest speakers to your particular interests.

THE AGENCY AND ITS EMPLOYEES

In this section of the course, we will focus on you as employees and discuss your responsibilities to the Agency. We will also discuss assistance and services available to you as employees. The role of training will be explored as well as personnel, equal employment opportunity, medical services, and security matters.

1515-1615 Training Agency Personnel

  Chief, Functional Training Division, Office of Training

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One of the major concerns of new employees is to learn what kinds of training are available to Agency officers.

  will describe new training requirements and what is being done to meet them. He encourages your personal questions about specific courses.

S E C R E T

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Tuesday, 1 November 1977

0830-0930      Reading Period

This is the first of four scheduled periods for individual reading--not enough time for you to digest every article in your notebook. We have listed in the schedule the readings that would be most beneficial to you and hope that you will take the time to at least scan the remaining literature. If you need extra time, please feel free to come in early in the morning, stay after the afternoon presentations, or even to drop in during the weekend.

1. Study Guide - "Selected Terms and Abbreviations," a working paper of the Intelligence Institute, Office of Training, January 1977 (CONFIDENTIAL) (TAB A)
2. Study Guide - "The Organization of CIA," a working paper of the Intelligence Institute, Office of Training, January 1977 (SECRET) (TAB A)
3. Organizational Chart of the Central Intelligence Agency, March 1977 (SECRET) (TAB A)
4. National Security Act of 1947 (TAB A)
5. CIA Act of 1949 (TAB A)

0930-1030      Personnel Management

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[redacted]  
Personnel Officer,  
Office of Training

Personnel people serve your career needs from the time you enter on duty until your retirement. A representative of the Office of Personnel on rotation to OTR will comment on current trends in the Agency's approach to personnel management, including recent changes in the career service structure and the impact of "management by objectives" on personnel administration.

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1045-1145      Equal Employment Opportunity

[redacted]  
Deputy Director, TRAINING +  
Office of Equal Information Office  
Employment Opportunity

During this session, our speaker will discuss CIA's program for assuring equal employment opportunity, and the progress to date toward raising the level of minority employment. In addition, the complaint system for those who feel they have been discriminated against because of race, color, religion, sex, age, or national origin, will be explained.

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S E C R E T

Tuesday, 1 November 1977 (continued)

1145-1300      Lunch and Optional Videotape

"The DCI Interviewed on Face the Nation,  
20 March 1977"

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1300-1430      Office of Medical Services



Chief, Assessment  
Branch, Psychological  
Services Staff,  
Office of Medical  
Services, Administra-  
tion Directorate

In an organization such as ours, the physical and mental health of its employees is of paramount importance. Our panel will describe how the Agency's Office of Medical Services provides world-wide support to its human resources.

1445-1600      The Inspector General

Inspector, Office of  
Inspector General

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The Inspector General is charged with overseeing Agency activities as directed by the DCI, investigating employee grievances and supervising audits of expended funds. The speaker will discuss the function of his expanding office in reviewing these activities in response to the recommendations of the Rockefeller Commission and investigating employee grievances. He will describe some types of problems and situations which arise and require remedial actions by top management.

S E C R E T

Wednesday, 2 November 1977

0830-0930      Film: "An Interview with the DCI, July 1977"

This morning we will have an opportunity to see a film shot specifically for OTR orientation courses in which Admiral Turner shares his views of the Agency, its role in the Intelligence Community, and the future.

AGENCY MANAGEMENT CONCERNs

The problems confronting the Agency's senior management have changed dramatically during the last few years. Today we will focus on selected issues that have had a major impact on the CIA's methods of operation. The topics include legal problems, public image, and relations with the news media and Congressional relations.

0945-1045      CIA in Court

[redacted]  
Office of General Counsel

25X1A

The speaker will discuss the issues and problems created by the recent investigations of the Agency and changing political attitudes about intelligence and foreign affairs. The changing legal climate as well as new legislation impacting on the Agency will also be discussed.

1100-1200      CIA and Congress

George L. Cary  
Legislative Counsel,  
Office of Legislative Counsel

What is the current status of our Congressional relations? What are our responsibilities to the special committees that oversee the Agency? How has Congress' view of the Agency and use of the CIA changed over the past several years? What will this relationship look like in the future? Our speaker will discuss these questions and others pertinent to this timely topic.

1200-1330      Lunch and Optional Videotape

"Intelligence - The Need to Know"

Wednesday, 2 November 1977 (continued)

1330-1445      CIA and the News Media

[redacted]  
Office of the  
Assistant to the  
Director for  
Public Affairs

25X1A

The Agency's image as reflected in the press is of continuing concern. Our speaker will discuss various aspects of this problem and how the Agency deals with it.

1500-1600      The Freedom of Information and Privacy Acts

Gene F. Wilson  
Chief, Information and Privacy Staff, Administration Directorate

The Freedom of Information Act and the Privacy Act have already had considerable impact on the working methods and procedures of all Federal Agencies, including the CIA. Our speaker will explain the Acts' requirements and applicability to the Agency, and explore the problems they raise for management and personnel in a secret intelligence organization.

Thursday, 3 November 1977

THE INTELLIGENCE CYCLE  
COLLECTION OF INTELLIGENCE

The intelligence cycle begins with the collection of raw data. We will first explore the Operations Directorate's assigned mission of overt and covert human collection, covert action, and other special operations. We will then discuss the basic techniques and types of data derived from technical collection.

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0830-1100      Introduction to Operations

[redacted]  
Chief, Intelligence  
and Midcareer Branch,  
Intelligence Institute,  
Office of Training

Our discussion of the work conducted by the Operations Directorate begins with a slide presentation that traces the importance of clandestinely collected information from Biblical times to the twentieth century. It brings us to World War II where a need for a centralized intelligence effort in America was finally recognized. [redacted] will then explain how that need was translated into a federal agency, and provide a brief history of the Operations Directorate. Next, he will explain what human collection basically involves [redacted]

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[redacted] Finally, he will discuss the method by which "raw data" is collected and transmitted by the field station to Headquarters. [redacted] welcomes your questions or concerns about the Operations Directorate.

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1215-1315      Lunch

Thursday, 3 November 1977 (continued)

1315-1445

The Soviet Target:  
Operational Priority

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[Redacted]  
Soviet and East  
European Division,  
Operations Directorate

The Soviet Union, of critical importance to U.S. foreign policy makers, is a priority intelligence collection target. Our speaker will describe the work and life of the typical Soviet official abroad and explain the operational methodology employed by CIA officers in their efforts to recruit and exploit the Soviets.

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Friday, 4 November 1977 (continued)

1315-1445

Technical Support of Operations

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[redacted]  
Chief, Training  
Branch, Office of  
Technical Service,  
Science and  
Technology Directorate

The Office of Technical Service primarily provides support to activities of the Operations Directorate. You will have an overview of these activities and learn about the kinds of equipment and assistance the office supplies. Several examples of software will be exhibited.

1500-1600

The Role of Counterintelligence

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[redacted]  
CI Training Officer,  
Counterintelligence  
Staff, Operations  
Directorate

The job of the Directorate of Operations involves not only collecting information for ourselves, but also denying information to our enemies. Our speaker will discuss the role of the Counterintelligence Staff and how recent Presidential directives will affect that role.

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Monday, 7 November 1977 (continued)

1300-1545

The Office of Imagery Analysis

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[redacted]  
Chief, Economic  
Resources Division,  
Office of Imagery  
Analysis, National  
Foreign Assessment  
Center

The contribution to intelligence of aerial photography and other imagery will be the subject of this lecture. The speaker will explain the way in which the tasks of imagery exploitation have been allocated within the Intelligence Community and the distinct functions of the Office of Imagery Analysis (OIA) and the National Photographic Interpretation Center (NPIC). Vu-graphs will be used to demonstrate the arts of the photo interpreter and his contribution to analysis and to collection.

During the second hour of our visit, participants will divide into small groups and observe how photo interpreters analyze photographs.

1545

Bus leaves for the Chamber of Commerce Building

Tuesday, 8 November 1977

0830-0900 Reading Period

1. The CIA Operations Center (CONFIDENTIAL) (TAB D)
2. Guidelines for National Intelligence Production,  
4 June 1976 (CONFIDENTIAL, [redacted]) (TAB D)

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3. [redacted] Text of Lecture on  
Evaluating the Intelligence Successes and  
Failures, 16 April 1976 (SECRET) (TAB D)
4. CIA Intelligence Support for Foreign and National  
Security Policy Making, Center for the Study of  
Intelligence, Intelligence Institute, Office of  
Training, January 1976 (SECRET) (TAB D)

0900-0930 Mid-Course Review and Evaluation Class and Staff

The staff is interested in your views regarding the  
first six days. What segments were most useful to you,  
and what are your recommendations for improvement?

0945-1045 Requirements and Evaluation:  
From Collection to Production

[redacted]  
Executive Officer,  
Requirements and  
Evaluation Staff,  
Office of Comptroller

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[redacted] will review the three major categories of  
intelligence collection, pointing out the merits and  
disadvantages of each. He will then explain the process  
of levying collection requirements and of evaluating the  
usefulness of what is collected.

#### PROCESSING AND PRODUCTION OF INTELLIGENCE

The final step in the intelligence cycle is the production  
of finished intelligence. We will also discuss the processing  
of information throughout the Agency. During this portion of  
the course, we consider five types of finished intelligence:  
current, research, biographic, economic, and strategic  
weapons.

Tuesday, 8 November 1977 (continued)

1100-1200

Economic Research

[redacted]  
Special Assistant,  
Office of Economic  
Research, National  
Foreign Assessment  
Center

25X1A

Our speaker will describe how the policy makers' interest in economic intelligence has shifted and how the Office of Economic Research has met the new and increasing demands for analysis of economic developments abroad. He will describe his Office's direct support to senior Government officials, as well as changes in the requirements for the collection of economic data.

1200-1315

Lunch and Optional Videotape  
"The Weather Machine, Part I"

This 1974 production by the Public Broadcasting Service examines weather phenomena such as hurricanes, thunderstorms, cloud formations, tornados, and the impact of ocean currents and tides on climate. It also reviews ongoing research programs, including a Greenland laboratory study of ice as an indicator of historical weather changes.

1315-1445

The Nature of Intelligence  
Research

[redacted]  
Office of Strategic  
Research, National  
Foreign Assessment  
Center

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[redacted] will discuss the important need for careful and continuous research in intelligence analysis. He will describe the process involved in resolving various intelligence problems through research; examples will be drawn from case studies. Of particular importance are the different research tools and techniques--spin-offs from advanced technology--that are used by CIA researchers [redacted]

1700-1900

Evening Session

[redacted]  
Office of Training

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All class members are invited to attend this informal session, and the married participants are encouraged to bring their husbands or wives. We will have an unclassified discussion of CIA's missions and functions. In addition, we will talk about the unique problems that CIA employees run into when curious friends and family start asking tough questions.

Wednesday, 9 November 1977

HEADQUARTERS, Room 1E74 (All Day)

0900-1100      The Office of Central Reference      [redacted]      25X1A  
Deputy Director,  
Office of Central  
Reference, National  
Foreign Assessment  
Center

The Office of Central Reference (OCR) has a dual function; it is a principal source of support to collectors and analysts, and it also produces finished biographic intelligence. In outlining the Office's interesting and varied functions, [redacted] explains ways that OCR can be of service to you. In addition, we will divide into two groups and tour the CIA Library, the Document Library, and the Terminal Access Point (TAP) Room.

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1115-1215      Weapons Intelligence      [redacted]      25X1  
Office of Weapons  
Intelligence,  
National Foreign  
Assessment Center

The importance of scientific and technical analysis will be illustrated by a close look at the work performed in the Office of Weapons Intelligence (OWI). Our speaker will focus on how raw data on the weapons systems of the USSR and the PRC are interpreted and analyzed. As a producer of finished intelligence, OWI's relationships with other producing components in CIA and in the Intelligence Community be described.

1215-1315      Lunch

1315-1415      Office of Regional and Political Analysis      John McLaughlin  
Europe Division,  
Office of Regional and Political Analysis, National Foreign Assessment Center

Recently, the Office of Regional and Political Research (ORPA) was formed out of the former Offices of Current Intelligence (OCI) and of Political Research (OPR). The new organization continues to make structural adjustments and to look for more efficient and effective means of communicating intelligence analysis to consumers. Our speaker will outline ORPA's lines of command, and describe the Office's publications. From his perspective as an intelligence analyst, Mr. McLaughlin will offer his views regarding ORPA's future role in current, mid-term and long-range political analysis.

Wednesday, 9 November 1977 (continued)

1430-1600

CIA Operations Center

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[redacted]  
Senior Duty Officer,  
CIA Operations Center,  
National Foreign  
Assessment Center

The Agency's 24-hour control center alerts Agency Officials to critical events and is CIA's after-hours contact point to the Intelligence Community and the White House. After a discussion of the Center's functions and operations, the class will divide into small groups for a tour of the Center.

Thursday, 10 November 1977

SUPPORT TO INTELLIGENCE

Intelligence collection, processing, and production requires a variety of support mechanisms. The most important of the many different types of direct and indirect support will be discussed today.

0845-0915      Film: "Printing for Intelligence"

This CIA-produced film gives a good behind-the-scenes view of the technical process involved in printing the Agency's intelligence publications.

0930-1030      Computer Support to Agency Activities

[redacted]  
Executive Officer,  
Office of Data  
Processing,  
Administration  
Directorate

25X1A

The computer has far-reaching applications as an information processor, as an analytical tool, and as an aid to managers and management. You will be acquainted with current and projected uses of computer systems in the Agency and with the role of the Office of Data Processing.

1045-1200      Logistical Support to CIA Activities

[redacted]  
Executive Officer,  
Office of Logistics,  
Administration  
Directorate

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The speaker will address the Office of Logistics' role in support of Agency operational activities with emphasis on specific recent projects. Additionally, the changing image of Logistics will be discussed with respect to current trends such as the decline of overseas positions, increased automation, and the increasing impact of other Federal regulatory agencies.

1200-1315      Lunch and Optional Videotape

"The Weather Machine - Part II"

Thursday, 10 November 1977 (continued)

1315-1415

The Agency's Communications

[redacted]  
Chief, Programs and  
Budget Staff,  
Office of Communications,  
Administration Directorate

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Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.

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1430-1545

The Security Challenge Today

[redacted]  
Deputy Director of Security  
~~for Policy and~~  
Management, Office  
of Security,  
Administration  
Directorate

Our speaker will present a broad overview of the missions and functions of the Office of Security, touching on new developments and current trends in all branches of security--personnel, technical, and physical. He will examine the challenges and changing nature of the security threat that faces the Agency today.

S E C R E T

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Friday, 11 November 1977

THE INTELLIGENCE COMMUNITY

Now that you have an appreciation for the issues and problems which face CIA today, and an understanding of the Agency's missions and functions, we will explore CIA's role in the Intelligence Community.

0830-0930      Reading Period

1. Guiding Principles of the Intelligence Community, 13 May 1976 (TAB A)
2. National Intelligence Officer Listings (SECRET) (TAB D)
3. Study Guide - "The United States Intelligence Community," a working paper of the Intelligence Institute, Office of Training, August 1976 (CONFIDENTIAL, [redacted] (TAB A))
4. List and Summary of National Security Council Intelligence Directives (SECRET) (TAB A)
5. United States Foreign Intelligence Activities, Executive Order 11905, 19 February 1976 (TAB A)
6. List of the Members of the National Security Council (TAB B)
7. Presidential Directive/NSC-2, 20 January 1977 (CONFIDENTIAL) (TAB B)
8. The National Security Council System, effective 20 January 1977 (CONFIDENTIAL) (TAB B)

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0930-1030      The National Intelligence Officers

[redacted]  
Special Assistant-  
NIO Support, National  
Foreign Assessment  
Center

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The National Intelligence Officers (NIOs), charged with responsibility for specific geographic or functional areas, are one of the tools used by the Director to coordinate the work of the Intelligence Community. Our speaker will explain how an NIO works as a personal representative of the DCI to establish informal contacts across Agency and departmental lines and to provide coordinated responses to the requirements of policy makers. He will also speculate on the future of the NIO system.

Friday, 11 November 1977 (continued)

10451215      The Intelligence Community

[Redacted]  
(Retired) Executive  
Staff, Intelligence  
Community Staff

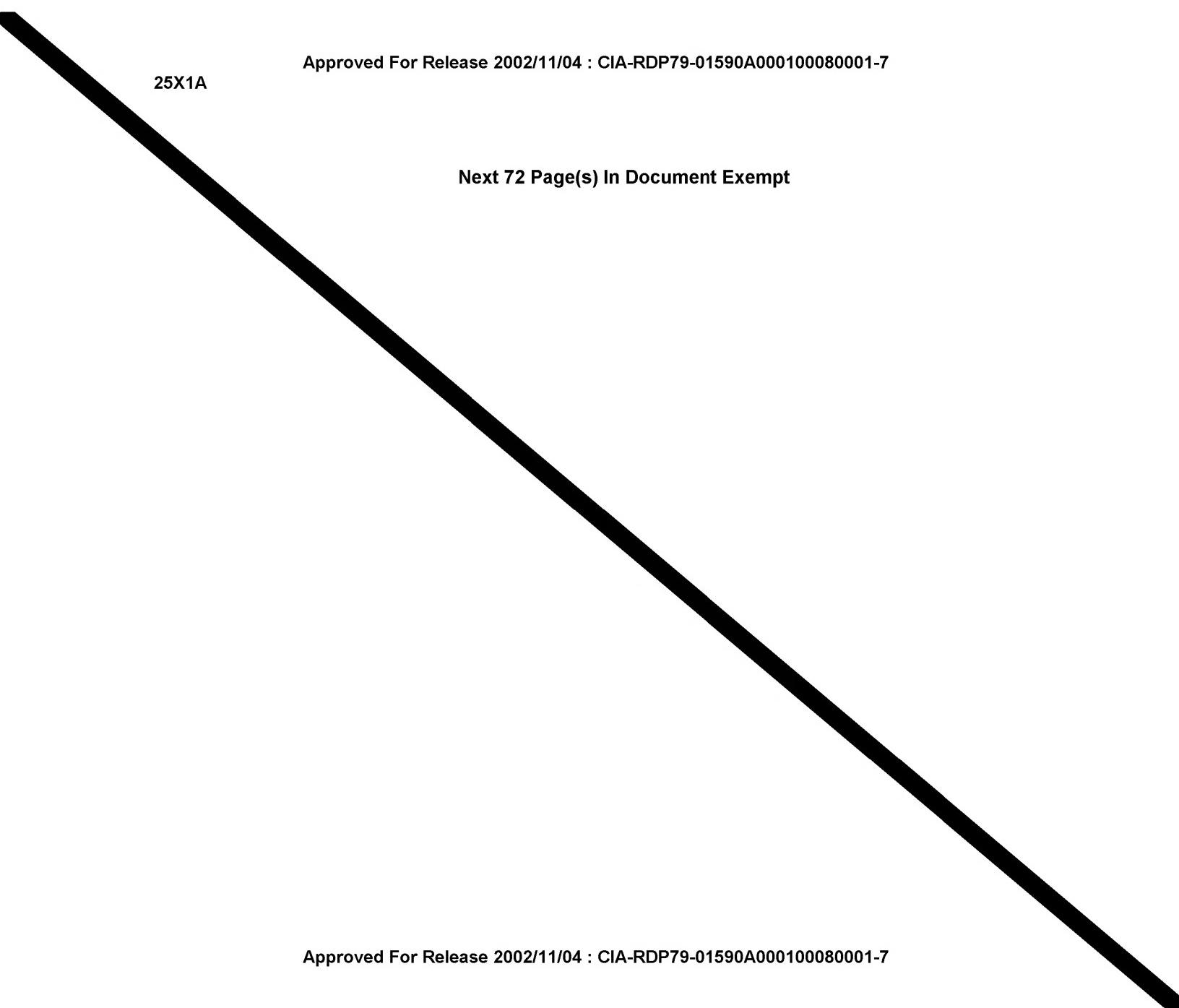
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This presentation of the Intelligence Community will focus on the different members of the Community and their interaction and cooperation. Our speaker will also discuss how the Intelligence Community is managed and the responsibilities of the Director of Central Intelligence.

1215-1330      Lunch

1330-1430      Written Evaluations and Final  
Administrative Matters

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